THE Maple Leaf / LA Feuille d'érable

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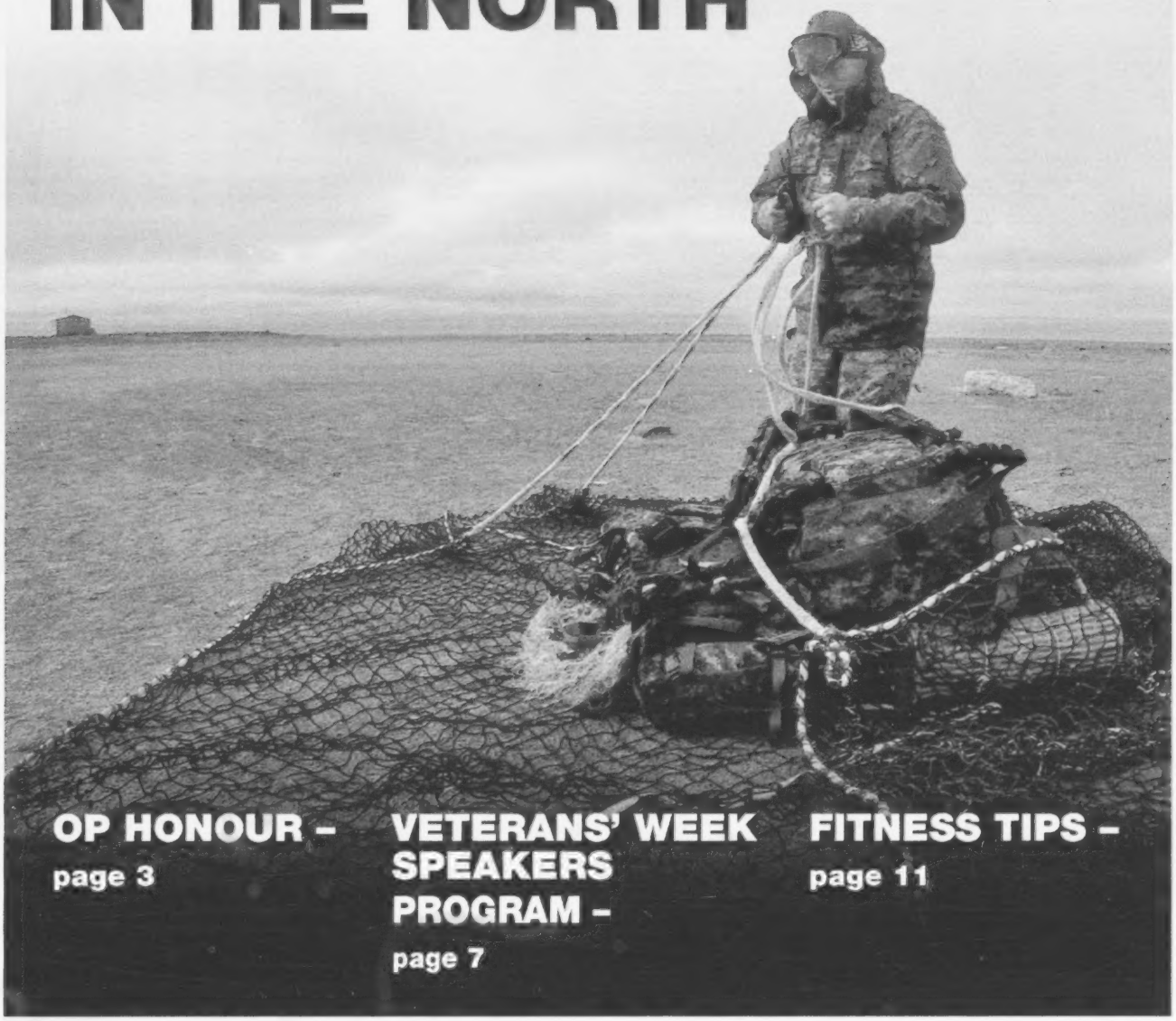
WORKING TOGETHER IN THE NORTH



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National Defence / Défense nationale

Canada

CAF GETS NEW VCDS

VAdm Mark Norman (left) assumes the role of VCDS from LGen Guy Thibault (right). The ceremony was presided over by Gen Jonathan Vance, CDS.

Vice-Admiral Mark Norman assumed the role of Vice Chief of the Defence Staff (VCDS) on August 5 in Ottawa, as Lieutenant-General Guy Thibault has retired from the post.

"Assuming the responsibilities of Vice Chief of the Defence Staff is an exciting and humbling challenge," said VAdm Norman. "I am truly honoured to have the trust of the department's senior leadership to carry out this important function. I look forward to working closely with the Chief of the Defence Staff and the Deputy Minister to enable the success of the Department and the Canadian Armed Forces."

Over more than three decades of dedicated service, VAdm Norman accumulated immense operational and leadership experience. He began his military career in 1980 as a Naval Reservist and joined the Regular Force as a sub-lieutenant in 1985. He became the Chief of the Naval Staff and Commander Royal Canadian Navy in June 2013.

LGen Thibault, who will retire from the CAF following 38 years of service, served as VCDS since September 2013. During his tenure, LGen Thibault advanced the Defence Renewal agenda, championed the Defence Youth Network, enhanced Defence Security and led the Carling headquarters transformation for Defence.

The VCDS is in charge of the broad VCDS group, which coordinates and directs activities to achieve departmental defence policies and strategic objectives. The VCDS is accountable to both the CDS and the Deputy Minister. ◆

KAF CENOTAPH undergoes restoration

Restoration is underway of the Kandahar Airfield (KAF) cenotaph in preparation for its permanent installation at the future site of NDHQ Ottawa.

The KAF cenotaph is a battlefield memorial built in-theatre by service members to honour those killed in Afghanistan during Canada's military mission. This large memorial consists of: a plaque for each of the fallen; a boulder; and a bas-relief plaque.

The KAF cenotaph was repatriated from Afghanistan at the closure of the CAF combat mission and is currently in storage. As a powerful memorial to those who died in the service of Canada, it will be placed on display for viewing by the friends and families of the fallen, the Defence Team and the public. An independent geological analysis of the cenotaph and its component parts concluded that it would not endure long-term exposure to the elements.

A structure will be built at the Carling Campus, in Ottawa's west end, to house the memorial. This dedicated structure will be consistent with existing buildings at the Carling Campus, including the use of glass to provide ample natural light and create a serene and solemn experience for visitors. A design contract for a permanent building was awarded in July and the project is planned for completion next year.

SEPTEMBER'S iAsk QUESTIONS AND RESPONSES NOW AVAILABLE

The latest responses to your iAsk questions will be posted to the iAsk page in mid-September. In the meantime, here is a sneak peek at one of your submitted questions and its response.

Q. When is DND going to have an online version of the Public Service Performance Agreement rather than a paper-based version?

- Richard Billard, ADM(Materiel)

A. DND will implement the Public Service Performance Management Application (PSPM App) starting on April 2017.

While many government departments were able to access and use the online application from its inception, DND had to ensure that certain security requirements were addressed before implementation. In addition, military managers did not have access to the myKey system to securely retrieve performance agreements and associated reports. While these departmental issues were being resolved with Treasury Board, DND implemented the interim paper-based performance agreements.

With the security resolution now in place, we will communicate the details regarding the new processes later this year.

- Kin Choi, Assistant Deputy Minister (Human Resources Civilian)

OTHER QUESTIONS THAT WILL BE POSTED THIS MONTH:

Q. 1. Why can't reservists from the Primary Reserve retire, then come back to do Class A work within a year?

- Captain Pierre Frenette, 35 Canadian Brigade Group

2. Is the new CFOne Card accepted in the US the same as the American NDI75, with regards to military discounts and benefits?

- Several CAF members

3. With the importance of the CAF StatsCan Survey on Sexual Misconduct, why are members posted to Joint Personnel Support Unit (JPSU) and/or releasing members excluded from the survey?

- Corporal Douglas Clark, CFB Gagetown

Visit the iAsk page on the Defence Team intranet site at **intranet.mil.ca** (Let's Talk tab) for more information, or to submit your own questions. Consider sending us a video question! Check out the "Submit a Question" section of the iAsk page to find out how (it's really easy).

ERRATUM

Maple Leaf Vol 19, No. 7 — page 11 the photo that accompanied the CFS Leitrim Celebrates article was in an aerial view of Shirleys Bay, Ottawa not CFS Leitrim, Ottawa.

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COVER:

WO Yan Boursier from R22eR, Valcartier, loads and prepares a sling to be transported by helicopter to a rendezvous point during field operations.

PHOTO: PO 2 Belinda Groves

Operation HONOUR:

Report highlights progress to combat harmful and inappropriate sexual behaviour

PHOTO: Cpl Michael MacIsaac

Gen Jonathan Vance, CDS, addresses the audience during an Operation HONOUR Progress Review held August 30 at NDHQ.

The Chief of the Defence Staff released the second Operation HONOUR progress report on August 30, highlighting the progress achieved in addressing inappropriate sexual behaviour in the Canadian Armed Forces.

The report covers the six-month period ending June 30, marking one year since the launch of Operation HONOUR.

As stated at the outset, there were two priorities for the first year of the operation. The first and overarching priority was improving support to victims. Incidents of inappropriate sexual behaviour are still occurring in the CAF, and it is critical that victims are properly supported and have the range of options they need. Accordingly, existing mechanisms have been strengthened and new victim support options have been put in place.

The second focus was to better understand the nature of the problem, allowing the development and implementation of a deliberate, long-term, sustainable culture change. Extensive research incorporating internal and external expertise has been initiated over this first year, and partnerships have been formed or improved to contribute to understanding, imparting a level of insight not previously possessed by the CAF.

CAF-level initiatives are integral to create the fundamental conditions for culture change to occur, however, permanent success demands behavioural and attitudinal change within the commands, formations and units where most military members work and interact.

OPERATIONALIZING OPERATION HONOUR

Operation HONOUR provides a CAF focus on the various efforts underway across the institution and within the command environments. This progress report highlighted the active engagement all commanders have sought in order to achieve their CDS-assigned tasks.

The Royal Canadian Navy, Canadian Army and Royal Canadian Air Force have been actively engaged in Operation HONOUR and there are early indications that members' behaviour is being affected by the heightened attention on, and awareness of, inappropriate sexual behaviour and the negative effect it has on the CAF.

The RCN took a major step towards lasting culture change by implementing a new Code of Conduct in February 2016. This leverages Operation HONOUR and leads to greater adherence to organizational core values; more steadfast and consistent application of related policies and processes; enhanced victim support; and increased diligence in responding decisively to situations of sexual misconduct.

The CA has adopted an interactive, leader-led program, directing and empowering the chain of command at every level to engage personnel, reaffirming in the clearest of terms the organization's behavioural expectations of all its members, as well as underscoring the importance of supporting those affected by harmful and inappropriate sexual behaviour.

Operation HONOUR messaging has been embedded in Air Force policies, training, and directives while the promotion of RCAF ethics and values remains at the forefront. The organization has mandated its leadership at all levels to nurture an ongoing conversation on the issue, encouraging discussion, learning, and understanding.

The CAF is just beginning to implement the culture change called for in Operation HONOUR. The change that is now underway will take years to reach fruition. Accomplishments to date are substantial, but much work remains, and sustaining the effort will be the determining factor in the eventual success of this endeavour. That is why Operation HONOUR must remain a top priority for all CAF members.

For access to the progress report, please visit the harmful and inappropriate sexual behaviour section on the Defence Team intranet site at **intranet.mil.ca**.◆

EDMONTON GROUP LEADS

Operation Honour charge in the West

"To those that have been the target of inappropriate sexual behaviour, the Canadian Armed Forces will support you. We must ensure it does not happen again, and we will all respond to the need for change to ensure that respect and honour, cornerstones of our culture, are consistently upheld. I will lead you through this change," said General Jonathan Vance, the Chief of the Defence Staff.

When the CDS issued a call to action to all formations and groups, 3rd Canadian Division Support Group (3 CDSG) was ready to lead the charge in the West.

"My approach to the CAF response to harmful and inappropriate sexual behaviour has been to lean forward and to be highly visible," said Colonel Stephen Lacroix, commander, 3 CDSG. "I have done so deliberately to provide impetus."

The 3 CDSG Operation HONOUR cell has been up and running since December 2015, and spear-headed some powerful initiatives.

"We were able to send team members to the NATO Gender Awareness training courses, which was a rare and fantastic opportunity," said Lieutenant-Colonel Eleanor Haevens, Operation HONOUR Cell commanding officer.

Members volunteering at the cell were asked which area they wanted to focus on, allowing their own natural passion and enthusiasm power what can sometimes be a pretty heavy subject, especially for a secondary duty.

Most of the team has received "First Responder" training, a course offered through the Association of Alberta Sexual Assault Services. The course is designed to give professionals, paraprofessionals, and community members the tools to respond effectively to disclosures of sexual assault and sexual abuse. Recently, two members have also become certified trainers for "Leading Change", a bystander program.

Since taking the helm LCol Haevens is often not only recognized as a subject matter expert by issues groups and conferences, but also invited to speak and educate on gender awareness issues.

"It's always an honour to be asked, and encouraging to find that we [the CAF] are often not only on the right track, but in some cases ahead in dealing with the issues," she said.

Still, we have a long road ahead, and significant social change takes time.

"Given the profile of Operation HONOUR, I am frequently asked how much progress we have achieved to date, and whether the 3 CDSG Operation HONOUR team will now succeed when such initiatives have failed in the past. My response is that we are off to a solid start – though it is still just a start," Col Lacroix said.

Similar courses have been used with militaries, police forces and uniformed services across the globe. These programs definitely work, but need to be led by a trained facilitator.

Luckily, the team continues to have terrific support from their leadership.

"On a recent official visit, the CDS requested specifically to be brought up to speed on our cell's progress. He was briefed by members of the team, on their work, and offered feedback and asked questions. Command as a whole, is very supportive of all efforts, at the grassroots level," said LCol Haevens.

The entire 3 CDSG cell also has more local top-cover and continued support, as Col Lacroix is clear, he is also committed to victory and has committed time, and resources to the Operation HONOUR cell's mandate.

"The change that is upon us of creating a culture ensuring a respectful, dignified professional environment for every member of the CAF is both necessary and unavoidable. It is what is owed to those who risk all to defend their nation and its values. It is essential to our continued success as a world-class fighting force. As with all of our operations, Operation HONOUR will succeed," said Col Lacroix. ◆

FACE OF OPERATIONS

TEAMWORK KEY TO SUCCESS in countering illicit trafficking at sea

Crewmembers of HMCS Saskatoon and its embarked USCG Law Enforcement Detachment conduct small arms training during Op CARIBBE.

When a police officer pulls someone over and walks up to the driver-side window, it's always with caution, always with uncertainty.

HMCS *Summerside* and a Law Enforcement Detachment (LEDET) from the United States Coast Guard (USCG) take similar precautions as they combine efforts to approach suspect vessels during a recent Operation CARIBBE, Canada's contribution to the multinational campaign against transnational criminal organizations in the eastern Pacific Ocean and Caribbean Sea.

During its two-month deployment in the Caribbean, *Summerside* patrolled more than 10 000 nautical miles, helping to locate, track, approach and visit vessels suspected of criminal activity, including illicit drug trafficking.

"It's very much a risk-reward situation every time we approach a vessel," said the officer in charge of the eight-member LEDET embarked in *Summerside* to conduct law enforcement operations, such as boarding and searching vessels for narcotics and other contraband. Due to operational security the LEDET team cannot be identified.

When a suspect vessel is identified, *Summerside* approaches and launches a rigid-hulled inflatable boat (RHIB) to carry members of the LEDET within hailing distance so they can question the master. The RHIB is navigated by one of HMCS *Summerside's* boat coxswains.

As they approach, LEDET members actively watch the vessel, eyes roving the decks taking in all aspects of the situation – objects or lines in the water that might foul the RHIB's propellers, hazards on the deck that could prevent boarding, the movement and numbers of crew on board, and any sign of weapons.

At those times, the partnership between RHIB coxswain and LEDET is crucial to success. The LEDET must have confidence that the coxswain is skilled at handling the RHIB. Likewise, the coxswain must know the LEDET can cover him while he watches waves and adjusts throttle to keep the RHIB safe.

"We'll go up off the vessel's beam so the LEDET can assess what's going on," said RHIB coxswain Master Seaman Cory Bilodeau. "I'm focussed on what's going on with the RHIB itself – reading the seas, trying not to pound the waves too much."

It's a team effort. "There is a big trust factor between the ship's command team and the leadership of the LEDET team," said Lieutenant(N) Scot Whyte, *Summerside's* executive officer. "Over the last 10 years that we've been doing these operations, that relationship has been very strong and there is a mutual trust and respect between the two organizations."

In preparation for the operation, RHIB coxswains and the LEDET conducted several training sessions.

"The integration was seamless," said Lt(N) Daniel Chamberlain, *Summerside's* deck officer, who thought it might take time for the two teams to mesh and understand each other. After just a few practices the LEDET had confidence their Canadian RHIB coxswains could skillfully manoeuvre alongside, approach and "stick" for LEDET insertion onto the suspect vessel as required.

"It really was fine tuning," said Lt(N) Chamberlain. "The fundamentals were there. Our RHIB coxswains are second to none."

Like the police officer walking up to the car, the RHIB coxswain and LEDET have to be ready to respond. They don't know if the master of the vessel is telling the truth, or if there are drugs or fugitives on board, it's a potentially volatile situation.

"Generally where you find illicit narcotics, there are weapons," said Lt(N) Chamberlain. "The people who are transporting these narcotics are not keen to give them up because they represent a substantial investment."

Sometimes the crews of the suspect vessels try to scuttle their vessels to destroy evidence or they jettison cargo, throwing bales of narcotics overboard to lighten the boat and attempt to flee. That's where the risk-reward consideration comes into play.

"We have to weigh the risk versus reward," the LEDET officer said. "What's more important – to get the contraband or the people smuggling it? If we can, we try to get both."

This year marks the 10th year Canada has contributed to Op CARIBBE in support of US Op MARTILLO, a joint multinational effort led by the US to eliminate illicit maritime and air trafficking in the eastern Pacific Ocean and Caribbean Sea.

Op CARIBBE helps strengthen international partnerships with nations across the hemisphere, and also demonstrates Canada's commitment to support efforts to address security challenges in the region. Throughout the year, the RCN will deploy warships and the RCAF will deploy CP-140 Aurora aircraft from the East and West Coasts. ♣

TEACHING VEHICLE RECOVERY IN UKRAINE

PHOTO: Cpl J.F. Columbe

Joint Task Force Ukraine personnel watch recruits from the 184 Training Centre learn how to react to an ambush in Starychi, Ukraine, during Op UNIFIER.

By Sgt A. Toupin

One of the beliefs among Canadian personnel is that the Ukrainian Army is disorganized and lacking skills. I saw something completely different.

During the entire training period at 184 Training Centre in Starychi, we [CAF] worked with an organized professional army with a training system similar to our own. They use well-structured lesson plans, and they demonstrated the desire to enhance their knowledge and work methods.

It was quite a challenge, and there wasn't much time. We had to review and adapt the Canadian lesson plans to provide more specific training. In adapting them, we managed to compress the three weeks of training involved in the Royal Canadian Electrical and Mechanical Engineers School course at CFB Borden into two intensive days, resulting in instruction focussed on developing their skills and knowledge, instead of going over what they had already mastered.

During these two days of training, we focussed our efforts on sharing standard NATO procedures for repair recovery requests and mobile repair team command procedures.

The first part of the training was conducted in class at 184 Training Centre, where we managed to impart all of the relevant theory in a single day. Back-and-forth discussion between the instructors and Ukrainian students went a long way towards facilitating understanding and establishing rapport among group members. The discussions were enriching, both culturally and professionally. We overcame the language barrier thanks to our interpreters.

The second day focussed completely on recovery practices. We used the explanation/demonstration/imitation (EDI) method of instruction. The Ukrainians really liked the EDI approach, but it posed a challenge for our instructors who had to "demonstrate" on Ukrainian recovery equipment. On top of equipment differences, our instructors had to deal with other factors, such as the access to experienced operators and the lack of fuel for the vehicles.

In a word, the Ukrainian Armed Forces are eager to learn and more than willing to work in partnership with Canada. They are professional, loyal and extremely welcoming. My experience as an instructor in Ukraine had highs and lows, but overall it was completely gratifying. ♣

ON-THE-JOB-EXPERIENCES LIKE NO OTHER FOR OFFICER CADETS

More than 600 Royal Military College officer cadets enjoyed great professional development opportunities this summer.

Splitting the 14 weeks of basic training into two summer sessions, Military Personal Generation (MILPERSGEN) now provides officer cadets with short-term On-the-Job-Experiences (OJEs) to further develop leadership skills and immerse them in new environments like never before.

"The aim to provide everyone with meaningful work experiences is being met, and we are pleased with the quality of training and leadership experience they all receive," said Major-General Eric Tremblay, commander MILPERSGEN, Kingston, Ont.

The officer cadets experience unique employment opportunities, such as acting as opposition forces at the Combat Training Centre in Gagetown, N.B., working in Canada's North, or learning a second language.

"This training is meant to provide meaningful experiences and continued growth and development for junior leaders," said Lieutenant-Colonel Colin Magee, of Professional Development at MILPERSGEN HQ. "OJEs are assigned based on their element and trade, in order to make the experience as relevant and beneficial as possible."

Some return to a Canadian Forces Recruiting Centre taking the opportunity to educate recruiting staff and potential recruits on what life is like at their college.

In Quebec City, OCdt Marc-Alexandre Pageau's experience this summer was very rewarding. "I could taste a bit of military life outside the school," he said. "The recruiting sergeants did not hesitate to ask me for information about the college, wanting to have views from current cadets to better guide future candidates."

His experience was not limited to the recruiting centre. OCdt Pageau had the opportunity to fly in a CH-146 Griffon helicopter, liaise with military snipers, and visit the 3rd Battalion, Royal 22e Régiment parachutist installation.

"For a young man like me who dreams of one day being part of that battalion, what could be better?" he asked.

Six cadets gained insight into the operation of Joint Task Force (North), getting a month of Northern exposure in Yellowknife, N.W.T.

Participating as opposition forces e., the Infantry School at CFB Gagetown, other cadets got to live and work in a field environment – a great introduction to their future training.

OCdt Jinsu Yang, a future logistician, had the opportunity to work at the Canadian Beacon Registry in Trenton, Ont. Her experience there allowed her to understand and appreciate the people that make SAR missions possible and successful.

"My daily job consisted of properly decoding the beacons and associating information such as an individual's emergency contacts and descriptions of their aircraft and watercraft," she said.

While this initiative significantly increased efficiencies, traditional summer training opportunities also continued. ♣

OCdt Jinsu Yang uses an emergency locator transmitter and a map at the Mission Control Centre in Trenton, Ont., as part of her short-term summer On-the-Job-Experiences.

GRADS UNDERTAKE BIG QUAKE SHAKEDOWN

A new program is helping the CAF enhance the effectiveness of its response to earthquakes and tsunamis.

The Lessons Learned Program was recently tested following the training on Exercise STAUNCH MAPLE, conducted by Joint Task Force Pacific. It focussed on the military's operational readiness to support the Province of British Columbia in the event of an earthquake disaster.

With the exercise complete, recent graduates of the Lessons Learned Staff Officer Course are analyzing the feedback in order to change what didn't work and ensure successes are repeated.

"Most organizations in the public and private sector are about continuous improvement and often perform functional solutions analysis similar to these," says Lieutenant-Commander Angus Fedoruk, Lessons Learned coordinator. "Unlike the private sector, which uses lessons learned programs to improve profitability, our bottom line is to increase effectiveness, save resources and equipment, and most importantly people."

He says that while no training program, exercise or operation can ever reach 100 per cent effectiveness, Lessons Learned is a methodology to make things run more smoothly. For STAUNCH MAPLE, two recent graduates of the course are developing those solutions.

Although the July 6 deadline for submission of feedback from the exercise has passed, LCdr Fedoruk says that any additional data received will still be valued and added to their notes.

The Lessons Learned Program is not about the "blame game" and that responses from lower-ranked personnel were weighted just the same as senior officers.

"There is a tendency in our organization [the CAF] not to voice criticism; however, criticism is the emphasis of this process," says LCdr Fedoruk. "This is about getting the facts and learning from them, and not finding someone to blame. It is simply here's what happened and why. This information is very valuable to us."

The inclusion of the most recent graduation class from the program now brings the total number of CAF personnel qualified for lessons learned to 300.

PHOTO: Peter Mallett

LCdr Angus Fedoruk, Lt(N) Justine Aucoin, and Lt(N) Sonya Sowa review their Lessons Learned notes on Op STAUNCH MAPLE.

JUNIOR CANADIAN RANGERS WIN PRESTIGIOUS NATIONAL AWARDS

PHOTO: Sgt Peter Moon

Junior Canadian Rangers Beth Baxter of Moose Factory, (left) Amber Lawson of Mishkeegogamang, Elaina Matthews of Kitchenuhmaykoosib, and Jack Linklater Jr. of Attawapeskat, show off their medals.

Four Junior Canadian Rangers from Northern Ontario have been recognized for their work with the Junior Canadian Rangers program and for their volunteer work.

The recipients of the prestigious national youth medals are Beth Baxter of Moose Factory; Jack Linklater Jr. of Attawapiskat; Elaina Matthews of Kitchenuhmaykoosib; and Amber Lawson of Mishkeegogamang Junior Ranger patrol.

"They earned their medals based on their leadership in the Junior Canadian Rangers and in their communities," said Captain John McNeil, Canadian Army officer commanding the 750 Junior Rangers in 20 First Nations across the Far North of Ontario. "They richly deserve them."

Junior Ranger Baxter received two medals, the Lord Strathcona Medal and The Order of St. George. The Lord Strathcona Medal is the highest award that can be bestowed on a cadet or Junior Ranger in recognition of exemplary performance in a range of leadership roles. She also received the Order of St. George, which recognizes excellence in youth leadership. Junior Rangers Matthews and Lawson received the Lord Strathcona Medal.

Within her community, Junior Ranger Baxter is a vocal advocate of the rights of youth and females, and actively promotes the Junior Ranger program.

Junior Ranger Linklater received The Order of St. George for his work to promote a number of causes in Attawapiskat. He has helped with addictions, participated in walks for causes such as combating suicide, and has saved two lives in a house fire. He was previously awarded the Lord Strathcona Medal for his outstanding work as a Junior Ranger.

Junior Rangers Matthews and Lawson won their medals, in part, for overcoming a lack of self-confidence to assume leadership roles within the Junior Rangers and their communities.

"Elaina Matthews received her medal because she was recently named the top Junior Ranger in Ontario and has stepped up and shown that she is a leader within her community," said Capt McNeil.

"Amber Lawson has developed into a leader. At Camp Loon for example, our annual Junior Ranger camp this summer, she did extraordinary things to help kids by talking them through problems."

The medals were presented to them during the national Junior Canadian Ranger leadership course at CFB Borden, which they attended with 34 other top Junior Ranger leaders from across Canada. ♣

COME OUT AND EXPERIENCE THE CANADA ARMY RUN

The ninth annual Canada Army Run will welcome over 20 000 participants as they run, walk and roll to the finish line this September 18 in Ottawa.

This is no ordinary race. Civilians, Canadian Armed Forces (CAF) personnel and runners of all ages and abilities take part together, showing their pride as Canadians and as runners. The run is a chance for the troops to thank Canadians for their support, and for Canadians to thank the men and women who serve them at home and abroad.

"The Canada Army Run embodies the concept of esprit de corps like no other community event. This event also showcases the importance of physical training as part of the daily routine of the Canadian Army," said Chief Warrant Officer Alain Guimond, Canadian Army Sergeant Major. "For us, peak health and fitness are vital in order to function in complex and demanding situations."

The Run raises funds in support of Soldier On and the Military Families Fund, two CAF support programs that provide assistance to ill and injured soldiers and military families in need. In addition to the running events, there is a full roster of activities lined up. Juno, the Canadian Army's mascot, will be on hand, and participants and their families can check out the military equipment display.

From the cannon used as a starter pistol to the dog-tag-inspired medals, which soldiers place around all participants' necks at the finish line, the Canada Army Run is military themed from start to finish. There are three running events: a 5K, a half marathon, and the new Commander's Challenge, which combines the 5K and half marathon events.

"This extraordinary race has exceeded all expectations and has become the largest annual community event that brings together Canadians and their military," said Lieutenant-General Paul Wynnyk, Commander of the Canadian Army. "Throughout the past years, this race has produced some remarkable accounts of determination, courage, strength and accomplishment from our men and women in uniform, as well as from Canadians from all walks of life."

Since 2008, the Canada Army Run has raised more than $1.6 million for the event's beneficiaries. More information is available at **armyrun.ca**. ♣

NEW APPROACH RECOGNIZES THAT NO "ONE-SIZE-FITS-ALL"

With the increasing complexity of procuring and maintaining military equipment, the introduction of the Sustainment Initiative marks an important milestone in the evolution of defence procurement.

Aligned with governmental priorities, the Sustainment Initiative is a collaborative approach between DND, Public Services and Procurement Canada, and Innovation, Science and Economic Development Canada that aims to better tailor Defence maintenance and repair contracts. It will encourage contractors to be more efficient and innovative, and build in flexibility to adapt to changing needs over time.

"We have learned that to remain relevant in the complex military support environment, we need to learn from our allies, collaborate better with our departments, and apply best practices to our sustainment programs," said Defence Minister Harjit Sajjan at CANSEC 2016, an annual conference for the defence and security industries.

Contracting teams in the three departments are provided with tools to work together, while engaging with Canadian industry throughout the process, to find the best contracting solutions for equipment on a case-by-case basis. Options are assessed based on how well they balance four sustainment principles: performance, value for money, flexibility, and economic benefit. These principles also guide Defence Procurement Strategy governance committees in their decision-making processes for new and existing military maintenance and repair procurements valued over $20 million.

When a contract comes up for renewal, sustainment practitioners must determine if the existing equipment support solution achieves an appropriate balance of the four principles, or if changes are warranted to optimize the outcomes. This new approach recognizes that there is no "one-size-fits-all" solution and allows for more strategic practices in how work is assigned, managed, or contracted.

The Sustainment Initiative builds upon lessons learned from allies and DND experiences with Optimized Weapon System Management and the In-Service Support Contracting Framework, along with pilot projects in the land, maritime, and air environments, such as the Victoria class submarine in-service support contract, and the Leopard II support project, to name a few. It is too soon to realize the long-term outcomes of these projects; however, regarding the Victoria class submarines, the options analysis resulted in changes to the way the vendor receives incentives, and as a result, there is now a more predictable maintenance schedule.

This initiative benefits the stakeholders involved as it is an opportunity for the government to optimize value for Canadians, strengthen industry alignment, and foster innovation and continuous improvement.

To learn more about the Sustainment Initiative, visit the GCpedia page at: **www.gcpedia.gc.ca/wiki/Defence Procurement - Sustainment Initiative**. ♣

A CF-188 engine being maintained at 4 Wing Cold Lake, Alta.

CONSTRUCTION MILESTONE FOR MERCURY GLOBAL PROJECT

The Mercury Global project team has reached an important milestone, as the satellite anchor station structures have now been constructed at Shirleys Bay in Ottawa.

The three state-of-the-art antennae on site are massive, rising nearly 19.5 metres from the ground and weighing a staggering 50 000 kilograms each. The Mercury Global Anchor Station (MGAS) antennas will offer high availability "the triplets" are to be joined by two more sets of twins on the East and West coasts, for a total of seven MGAS giants nationwide.

This phase of the construction, led by contractor General Dynamics Mission Systems-Canada, was completed the last week of June. Much work remains to be done – specifically testing and integration – in order to achieve Wideband Global SATCOM certification, slated for 2017.

The Mercury Global project will significantly strengthen the operational capability of the CAF both at home and abroad. It will provide increased bandwidth at a lower cost than previous commercial leasing.

In the meantime, a major DND landmark has been achieved and these impressive structures can now be appreciated for what they are – a big step towards the future of SATCOM for the CAF.

Mercury Global Anchor Station

CANADA HOSTS **INTERNATIONAL POLAR RESEARCH** MEETING

Planning operations in the North, a decade or more into the future, is a challenge at the best of times.

Considering how rapidly climate and water temperatures are changing the challenge is made even greater.

This planning of future operations is of great interest to Canada and other like-minded countries, and is at the top of the agenda, for the second International Cooperative Engagement Program for Polar Research meeting in October at Joint Task Force (North) headquarters in Yellowknife.

The main purpose of these meetings is to get the US, Denmark, Finland, Iceland, New Zealand, Norway, Sweden, and Canada, countries with an interest in cold-water operations, around the table to identify priorities and align defence and security areas of research and development with non-defence efforts, to ensure the greatest impact can be achieved on participating nations' security.

"At an earlier workshop, the US Chief of Naval Operations stated there were two things he wanted to know about the Arctic: a 72-hour weather forecast, and what the climate would be like in 20 years," said Steve Hughes, a Defence Research and Development Canada research scientist.

Both of these key points will be discussed again at the upcoming meeting. According to Mr. Hughes, personnel want to know what is happening on, above, and below the water while conducting naval operations, all of these areas will see significant changes in the years ahead.

The inaugural meeting, held in Finland mid-February offered countries an opportunity to discuss the intent, scope, and objectives of the proposed program memorandum of understanding (MOU), which is to be negotiated by the participating nations. This MOU will provide guiding principles in the development of a list of collaborative research projects in the areas of situational awareness, human performance, platforms, and the environment.

"At the February meeting in Finland, countries agreed on the four areas of research," said Mr. Hughes.

"The US participants are the penholders of the first draft of the MOU, and we're going to get together in October to hash out the details of the collaboration."

In the meantime, Canadian researchers are in discussions with other participating countries that have agreements already in place with Canada, to begin planning collaborative work in anticipation of this MOU being approved in the near future.

"We [DND/CAF] already have agreements with most of these countries, so there are lots of things we can get started on or are already doing that can be included in this collaborative forum – just with more nations leveraging our common resources even further," said Mr. Hughes. "So this meeting is not going to be just people sitting around a table talking about what we could be doing; we are already starting to invite people from academia and other research entities to take part in some of our activities and share information to help us further delineate our area of complementary research."

As for the location? "What better place than at our Arctic headquarters to talk about the future of the North?" asked Mr. Hughes. ♣

An aerial photograph over Nunavut.

COLLABORATIVE RESEARCH AREAS

SITUATIONAL AWARENESS—Having the ability to collect data from one's surroundings to ascertain what is out there, such as weather conditions, other ships, aircraft, and objects on the ice and under the water. Additionally situational awareness means understanding how nations work together on operations.

HUMAN PERFORMANCE—Working in the Arctic is different from working in southern latitudes, and the cold affects everyone differently. Questions such things as, long daylight hours, working in the extreme cold, and lack of medical assistance because of the distance to hospitals and airports.

PLATFORMS— To analyze what kind of ships, unmanned aerial vehicles, and aircraft will be needed for future operations.

ENVIRONMENT— Data collection, charting, topography, and information concerning climate and other environmental changes that may have an impact on future operations.

SHARE YOUR STORY!

Every year, as part of the National Veterans' Week Speakers Program, CAF members give presentations at schools and other organizations across Canada. The key to the program's success is the enthusiastic participation of Regular and Reserve Force members.

By volunteering to be a speaker, you can share your story of service with Canadians of all ages.

Anyone who would like to take part in the program can register at **intranet.mil.ca**. The site provides prepared presentations for various age groups, useful information on preparing your own speeches and for the first time, guidance on using social media.

Last year, CAF members gave close to 2000 presentations, reaching more than 610 000 Canadians during Veterans' Week. Why not join the club?

If you have any questions, contact Melanie Primeau, coordinator of the program, at 613-218-4223 or by e-mail at **melanie.primeau@forces.gc.ca**.

CONSTRUCTION STARTS ON HMCS *Margaret Brooke*

The Arctic and Offshore Patrol Ship (AOPS) project marked another significant milestone on August 25 with the cutting of steel for the future HMCS *Margaret Brooke*, the second ship in the class. The event took place at Irving Shipbuilding Incorporated's Marine Fabrication facility in Dartmouth, N.S. As part of the National Shipbuilding Strategy's combat vessel work package, the AOPS project will deliver six vessels to the Royal Canadian Navy by 2022.

Margaret Brooke was a Royal Canadian Navy Nursing Sister decorated for gallantry during the Second World War.

CANADA PARTICIPATES IN MULTINATIONAL CYBER WARFARE EXERCISES

Vibrant sandy beaches circle Chesapeake Bay, but the 800 cyber operators competing in back-to-back exercises saw something else entirely: a world-class virtual battlespace and digital proving ground ripe for cyber warfare.

Exercises CYBER GUARD and CYBER FLAG had operators from across the 'Five Eyes' community (Canada, the US, Great Britain, Australia, and New Zealand) assembled at the US Joint Chiefs of Staff Complex in Suffolk, Virginia, to participate in these annual cybersecurity exercises. This year, Canada was challenged to respond to threats against military networks and civilian infrastructure under attack from a cunning and realistic opposing force.

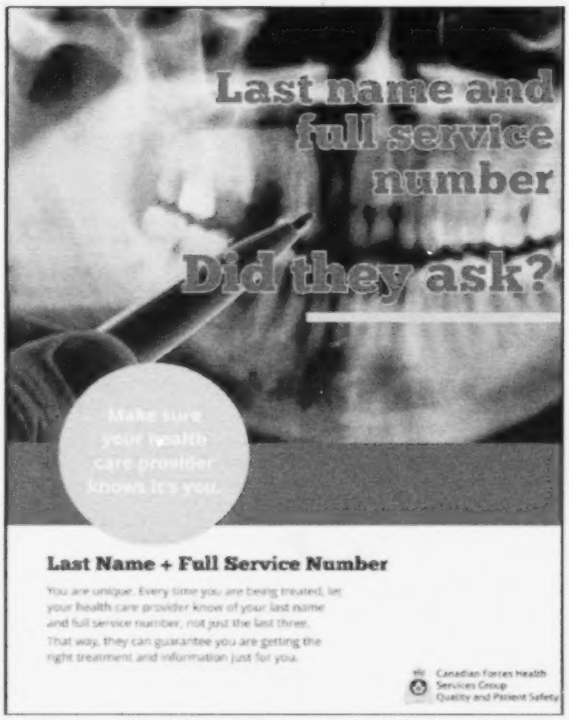
Canada had more than 60 soldiers, sailors, airmen, and civilians divided into four teams: a Blue Team, Red Team, Headquarters, and Exercise Controller/Evaluators. The Blue Team conducted Cyber Defensive Operations and was largely composed of members of the Canadian Forces Network Operations Centre (CFNOC). Their mission was to maintain friendly force freedom of manoeuvre on convincing mock-ups of DWAN and other networks.

Their sworn adversaries, the Red Team, used cybersecurity expertise drawn from throughout the CAF to breach firewalls, alter files, shut down servers, and wreak general havoc in efforts to compromise the confidentiality, integrity, or availability of virtual CAF data and information systems.

Supported by a headquarters from the Canadian Forces Information Operations Group (CFIOG), the Blue Team fought to develop cyber domain awareness, hone interagency information sharing practices, validate CFNOC operating procedures, and explore new tactics, techniques, and procedures against our own Red Team and a host of other challenging and dynamic adversaries.

Throughout this hacker's paradise the Exercise Control and Evaluation cell tailored exercise events to fit Canadian training objectives, and ensured that lessons observed would be captured to inform the planning for future operations.

Preparations are already underway for next year's CYBER GUARD and CYBER FLAG, and next year's teams must exercise different capabilities and skillsets to counter evolving threats. Such is the nature of cyber operations: dynamic missions in a fast-paced environment, holding many untested possibilities the CAF has yet to explore. ◆


Last name and full service number
Did they ask?
Make sure your health care provider knows it's you.
Last Name + Full Service Number
You are unique. Every time you are being treated, let your health care provider know of your last name and full service number, not just the last three. That way, they can guarantee you are getting the right treatment and information just for you.
Canadian Forces Health Services Group
Quality and Patient Safety

OP REASSURANCE engineers tackle new challenge—an inuksuk in Lithuania

As CAF combat engineers build and maintain bridges and roads and facilitate the movement of Canadian soldiers,they also destroy roads and lay traps to slow enemy movement.

Sometimes, however, these engineers take on other, less obvious tasks.

That was the case in Lithuania in August, when combat engineers from the Op REASSURANCE Land Task Force (LTF) built an inuksuk—a stacked stone monument that is common in Canada's North.

"I've taken on a number of challenges throughout the course of my career, but I never would've thought that I'd one day end up building an inuksuk in the Baltics," said Sergeant Frederik Essiambre, an engineer with the LTF's 5 Combat Engineer Regiment.

The project was in honour of the 25th anniversary of the re-establishment of diplomatic relations between Canada and Lithuania, which gained its independence in 1991. The office of the Canadian Embassy in Lithuania came up with the idea of building an inuksuk, in the botanical garden of Vilnius University in Lithuania.

The embassy found the quarry for the stone. The LTF deployed five engineers to build the statue and one supply technician to provide tools and materials needed. The Lithuanian Army supplied military trucks to transport the stone from the quarry to the botanical garden and got three of its own engineers involved in building the statue.

"The inuksuk-building project is not only an example of excellent interdepartmental cooperation within the Government of Canada, it is also a testament to the team work of the engineers from the Canadian and Lithuanian armies," said Jeanette Stovel, the Chargé d'affaires of the Canadian Embassy in Vilnius. The engineers made calculations to ensure that the concrete platform could support the weight of the rocks and that the cement would hold the stones firmly in place.

"Obviously, building an inuksuk is not something that we do every day," said Master Corporal Mathieu Fortin, LTF engineer. "We did research to ensure that we were respecting inuksuk symbolism and traditions. We also drew diagrams in order to pile the stones correctly and ensure that they would hold securely in place."

The Canadians and Lithuanians worked together on the project for six days. They selected, transported and carved the stones, inserting iron rods in them in order to hold them in place with concrete adhesive. They then piled them up and ensured that the adhesive was properly applied.

The plaque on the statue describes how inuksuks are used as a reference point for navigation, hunting, fishing, food caches and places of veneration. The word means "in the likeness of a human".

"I hope that this inuksuk will serve as a symbol of our two countries' common destiny: freedom, friendship and peace," said Ms. Stovel. ◆

PHOTOS: University of Vilnius

Combat engineers of the Op REASSURANCE, Land Task Force build an inuksuk in the botanical garden of the University of Vilnius, Lithuania. The inuksuk, built with the support of engineers from the Lithuanian Army, highlights the 25th anniversary of the re-establishment of diplomatic relations between Canada and Lithuania.

To read the full stories go to: **www.cmws.com/en/AboutUs/PSP/canadianforcesnewspapers/Pages/default.aspx**

RAVEN YOUTH TACKLE TACTICAL TRAINING AT ROCKY POINT

CFB ESQUIMALT

While many youth are taking it easy during their family camping trip this summer, participants in the Raven program are marching along gravel roads and hiking through forests in full infantry (CADPAT) uniform.

Twenty-seven Aboriginal youth camped at Rocky Point from August 10 to 13, as part of their tactical field operations training.

"I found the field training to be one of the most exciting parts of the program," said Julie Jacobs, from Montreal. "We got to take what was taught to us and apply it in real-life practice."

The candidates worked as a team to set up a defensive camp in a wooded Bivouac at Rocky Point, and then spent their days completing force protections missions, says Lieutenant(N) Alicia Morris, coordinator of the Raven program.

— Lookout

PHOTO: Rachel Lalbout

RAVEN section 2, taken at Albert Head Training Centre, Metchosin, British Columbia.

CHARLOTTETOWN TACKLES SEA SHIELD

CFB ESQUIMALT

HMCS *Charlottetown* participated in Exercise SEA SHIELD in the Black Sea with its Standing NATO Maritime Group Two consorts, Standing NATO Mine Counter-Measures Group Two, and maritime assets from other partner states the end of July.

More than 14 warships, 10 aircraft, and one submarine from seven NATO countries and one partner state participated in the exercise, which focussed on strengthening and developing common procedures for maritime operations including anti-submarine warfare, anti-surface warfare, and mine clearance operations.

— Lookout

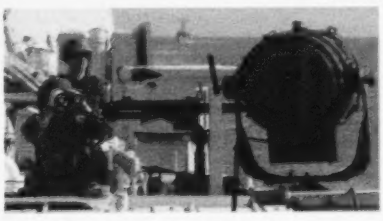


PHOTO: Cpl Blaine Sewell

Polish Navy frigate ORP Gen Kociuszko follows astern of HMCS *Charlottetown* in the Black Sea.

IT SOLUTIONS FOUND FOR 1800 PERSONNEL AFTER FIRE

The Louis St-Laurent building suffered a collapsed roof after the fire on April 21.

The local fire department wasn't the only organization to put out fires when a major blaze made a DND building in Gatineau, Quebec uninhabitable for Defence Team personnel.

The sixth floor fire at the Louis St-Laurent building, which took place on April 21, caused part of the roof to collapse. More than 1800 members, of which the majority were from Associate Deputy Minister (Materiel), were evacuated from the building and have not re-entered since.

The Assistant Deputy Minister (Information Management) organization provides information technology (IT) services to nearly 25 000 Defence Team members in the National Capital Region. Personnel from ADM(IM)'s Director Information Management End-User Services (DIMEUS) group provided a six-alarm response to IT infrastructure damage at the building. All teams from DIMEUS responded as one to deliver working solutions for displaced personnel.

"This was really an all-section response," David Perry, head of the National Capital Region's IT operations section, said. "What the teams were able to deliver is nothing short of amazing."

As the help desk and problem management cell, Mr. Perry's team is the first to be alerted of IT issues. Team members immediately went to work assessing the nature of the problem and coordinating a response.

On the ground, the team responsible for on-site IT services support jumped into action. Suzanne Leblanc, purview manager for Louis St-Laurent, works out of the building next door.

"I knew something was very wrong when four of my IT support personnel from the Louis St-Laurent building showed up in my office, together," she said.

Not yet knowing the scope of the fire or the duration of the evacuation, this team set out to find temporary IT solutions for the evacuees, working with the client to identify priorities, and gathering all available laptops across the Ottawa-Gatineau area.

"When informed about the fire, the priority was to get people operational," said Rémi Lagacé, DIMEUS. By the next day, the team had signed out and set up the first 90 priority personnel with laptops.

Behind the scenes, the team responsible for IT security in the region adopted a high alert stance.

"We must be extra vigilant in crisis situations because that is often when we are the most vulnerable as an organization," said Marc Décary, DIMEUS section head. "Even with the best of intentions, people will be tempted to circumvent security regulations in an effort to remain operational."

As the Louis St-Laurent building was deemed physically unsafe and remained closed indefinitely, DIMEUS had the task of finding IT solutions for the balance of the displaced personnel, the majority of which had no physical work spaces.

It was all hands on deck for the team responsible for preparing all available PCs and laptops. At its peak, the team hit an impressive rate of preparing 100 new laptops a day for the displaced Defence Team members.

"This scenario was probably the equivalent of six months' worth of relocations condensed in three weeks," explained Bonnie Oostlander, DIMEUS director. "Our goal was to get our clients operational as quickly as possible, through a combination of laptops to be used from home and PCs where space could be found. Due to great support from our DIMEUS teams, in coordination with 76 Communication Regiment, which provided [security] cards and resources, we were able to accomplish this."

To allocate equipment, DIMEUS set up kiosks to condense what is usually a multi-step process into one space and time. These kiosks were highly successful, with close to 800 laptops issued in five days. Within 10 days of the fire, 50 per cent of displaced personnel were provided IT work tools, and another 10 days later, the remainder could all work in some capacity, whether from home, or from time-sharing workstations.

"Following the Louis St-Laurent fire and the displacement of approximately 1800 personnel from ADM(Mat), we understood the potentially severe impact that prolonged work disruptions could have on the operations of this organization," said Len Bastien, ADM(IM). "I am very proud of the response from our IT support teams, and of their commitment to providing working solutions for our Defence Team colleagues in a crisis situation." ♣

HUGE PARADE ENDS CADET SUMMER TRAINING SEASON

4 WING COLD LAKE

Cold Lake Cadet Training Centre held its final parade of the summer on August 19. With more than 660 course cadets and 140 staff cadets on the square, the annual graduation is the largest parade of the summer.

Cadet courses included a two-week general training course and three-week courses in basic aviation, basic fitness and sports, and basic survival. There was also a six-week course for sports and fitness instructors and survival instructors.

— Cold Lake Courier

PHOTO: Cpl Natasha Tardiff

Cold Lake Cadet Training Centre held a final parade on August 19 to end the summer training.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

COMMENTARY: ETHICALLY, WHAT WOULD YOU DO?

Contradicting your chain of command

The June Ethically Speaking scenario was about a DND employee, Albert, leaking a policy document to the media. Readers were asked if he was justified in doing so.

The majority of commenters thought Albert was wrong, even if they sympathized with him.

"Being of the lower ranks, I completely understand the frustration when you have a viable suggestion to offer [which is ignored]," one reader observed.

A number of commenters suggested Albert seek help from another (internal) source—though there were no specific suggestions other than a superior in his own chain of command, or a chaplain.

Albert believed his organization was making a mistake, and that he was ethically justified to try to fix this mistake by publicly embarrassing the organization into rethinking its position. His motive, we assume, was well-intentioned, but his ignorance of the basic professional obligations of his position was culpable.

Unless this was a life-or-death issue, a criminal cover-up, or other particularly nefarious institutional failure, Albert's fundamental obligation was to provide discreet advice, not to lobby the public against the institution of which he is a part. This is what was meant when Albert was required to sign the Oath of Office as a condition of his employment.

Expressed in terms of the principles: Albert thought he was serving Canada before self, and that this took precedence over obeying and supporting lawful authority. But he was not serving Canada before self, because if professional servants of the state choose to undermine the governance process when they disagree with decisions, then they render the institution incapable of serving the state in the way it has been designed. In this case, Albert undermined the system of governance and democratic accountability by short-circuiting the elected government's ability to do its job with the proper support from its bureaucracy. Albert's leak can only be justified in extreme circumstances; for example, if he had solid evidence of serious illegality or imminent danger to life.

This 'extreme circumstance' provision is acknowledged in the *Public Servants Disclosure Protection Act* of April 2007, and the parallel military provisions under the Canadian Armed Forces Disclosure Process of April 2013.

Albert could have arrived at a better understanding of how these conflicting interests intersect by discussing his issue either with the Internal Disclosure Office (IDO) with ADM(Review Services) or within the National Defence Ombudsman—two examples, among others, of independent institutional recourse avenues for such concerns. The Internal Disclosure Program within the IDO has been legislated in such a way that allegations or concerns about serious wrongs can be raised and assessed in confidence and away from the public spotlight; it thereby brings to bear the notion of necessary oversight of the institution while following the institution's need to remain credible in the eyes of the public.

It should also be noted that if Albert felt this issue was important enough, he had the option, as a citizen, of respecting his professional obligations by resigning from the institution in order to protest its policy. This has been done on occasion by individuals at senior levels of the Canadian public service. By voluntarily resigning, he would have demonstrated his understanding of the gravity of his criticism and accepted that it was incompatible with his professional role. Instead, he chose to try to maintain his position while acting in protest. He wanted to make his point, but was unwilling to accept the consequences. An analogous approach of integrity in the military setting would be opting to discharge oneself rather than fighting in a war one does not believe in, which is a permissible course of action for Canadian service members if done according to the protocol.

- Conflict of Interest: **1-855-447-1112**
- Ombudsman: **1-866-734-5169**
- Internal Disclosure Office: **613-992-0356** (civilian or military issues)
- Office of the Public Sector Integrity Commissioner of Canada: **1-866-941-6400** or **613-941-6535** (civilian issues only)

Thank you to those who responded to this dilemma. Suggestions for future scenarios are always welcome.

DEP PED

FOCUS ON ETHICS 2016: *TIME TO TALK*

MARK YOUR CALENDARS — National ethics awareness activities for Defence Team personnel will be taking place from October 24-28.

Titled Focus on Ethics 2016: Time to Talk, the week-long event is presented by the Defence Ethics Programme (DEP).

Incorporating the theme of "Towards Ethical Excellence in Defence," guest speakers will include Rear-Admiral Jennifer Bennett, Lieutenant-General (Ret) Michael Jeffery and Dr. Allan English, film presentations, and facilitated dialogue groups hosted by the Canadian Army Ethics Program, presentation areas and addresses by the Deputy Minister and the Chief of the Defence Staff.

While the hub of activity will be in Ottawa, regional Defence Team personnel are encouraged to undertake their own events concurrently. The DEP is working collaboratively with their L1 partners, both in the National Capital Region and the regions, in order for them to showcase current initiatives and activities that support values and ethical practices in their day-to-day operations and workplaces.

Stay tuned for more details on this exciting event. For more information contact Elizabeth Rajanayagam, event planner, at elizabeth.rajanayagam@forces.gc.ca or call 613-992-6160.

FRENCH HOMEWORK

HELP FOR MILITARY CHILDREN

Voilà Learning, in partnership with Military Family Services, is offering free online homework support to military children needing assistance with their French homework.

Registration is required when enrolling children to validate that they are from a military family. Once registration is complete, a code is emailed to parents allowing children access to the Voilà Learning Virtual Immersion Campus. Their questions are answered in real-time by professional teachers in a virtual group setting.

Voilà is a not-for-profit organization that unites hundreds of certified French teachers from school boards across Canada and the United States. The organization also unites hundreds of members, teachers, educators and school principals with a common goal: to encourage students to learn of the French language and to help parents meet the needs of their children studying in a French program.

To view a video detailing how the service can be of benefit to your military family or to register in the Virtual Immersion Campus visit voilalearning.com/en/.

ARMY CONDUCTS TRAINING ON NEW TACTICAL ARMOURED PATROL VEHICLE

The first six tactical armoured patrol vehicles (TAPVs) arrived at 5th Canadian Division Support Base Gagetown on August 12.

The 5th Canadian Division Support Base Gagetown has now started the first iteration of training on the new vehicle. The TAPV is part of a fleet of multipurpose vehicles to be used in both domestic and expeditionary operations. They are mobile and provide a high degree of protection for the crew. ●

The TAPV is a wheeled combat vehicle that can perform a variety of roles on the battlefield, such as reconnaissance and surveillance, security, command and control, cargo and armoured transport of personnel and equipment.

RECONNAISSANCE (RECCE)

193
to be delivered

> 138 will be equipped with a remote weapons system
> Crew of 3 personnel (driver, crew commander, gunner) and 2 passengers

GENERAL UTILITY (GU)

307
to be delivered

> 226 will be equipped with a remote weapons system
> Crew of 3 personnel (driver, crew commander, gunner) and 3 passengers

> Multi-purpose wheeled combat vehicle
> Reconnaissance and surveillance
> Armoured transport of personnel and equipment
> Mobility in tough terrain
> Equipped with a remote weapons system

Dimensions:

6.81 m Length | 2.75 m Width | 2.39 m (roof) | 3.21 m Height (with remote weapons system)

Basic weight	15 850 kg (curb weight)
Combat load	18 300 kg (gross vehicle weight) (41 000 lbs)
Maximum forward speed	110 km/h
Range	650 km @ 80 km/h
Fuel type	Diesel or JP-8 (jet fuel)
Fuel capacity	272 L (main) + 19 L (reserve)

Our next two **"60 Seconds With..."** videos put pressure on leaders to answer as many questions as they can in a minute.

We recently challenged Lieutenant-Colonel Jeremy Hansen – Canadian astronaut and RCAF pilot – to play along. What are his hobbies?

Hint: He has three of them.

LCol Jeremy Hansen, Canadian astronaut and RCAF pilot

Next up is Captain Regan Wickett, Snowbird 11 coordinator, Call Sign: Sticky.

While he's never been sick in an airplane, find out what does make him sick.

Hint: It's another mode of transportation.

Watch these and future videos in the Video Library (News and Events tab) at **intranet.mil.ca**, or watch for them on the Canadian Armed Forces Facebook, Twitter, and YouTube channels.

FIT TIPS

Watch this month's Fit Tips video to learn more about keeping fit without equipment. This new video series is available on the Canadian Armed Forces Facebook and YouTube accounts, and on the Defence team intranet in the Video Library (News and Events tab) at **intranet.mil.ca**.

THE DEFENCE TEAM CELEBRATES

Canada's healthyworkplacemonth

October 1 – 31, 2016

VISIT

intanet.mil.ca/en/news/special-events/annual-themes/healthy-workplace month.page.

For more information on how you can participate.

HEALTHY EATING

GUIDELINES TO FOLLOW

Even the Surgeon General finds it challenging to balance the demands of a busy work schedule with making good eating choices.

"Healthy eating while on TD isn't always easy, but it has gotten easier because many restaurants now let you substitute a nice fresh salad for those seemingly ever-present french fries – it is the healthy choice to make," said Brigadier-General Colin MacKay, Surgeon General.

Following these simple guidelines will help you eat well and enjoy all the benefits of a healthy, balanced approach:

1 Load Up on Fruit and Vegetables

Fruit and vegetables are packed with nutrients and fibre, so enjoy a wide variety of them. Try eating at least one dark green and one orange veggie daily.

Quick Tips:

- Try a new vegetable or fruit each week.
- Sprinkle some berries over whole grain cereal at breakfast.
- Pack a couple of pieces of fruit and some raw veggies with your lunch.
- Fill half your plate with vegetables at dinner.

2 Go for Whole Grains!

Make at least half your grain choices whole grains – which are higher in vitamins, minerals, and phytonutrients (natural plant compounds) than refined grains. Examples of whole grains include: whole grain wheat; whole oats or oatmeal; pot barley; and bulgur. Research shows that a diet rich in whole grains is heart healthy.

Quick Tips:

- Start your day with a bowl of whole grain cereal.
- Make sandwiches using whole grain bread or rolls.
- Add barley, lentils, kidney beans, or brown rice to soups and stews.
- Substitute whole-wheat flour for all or part of the white flour you use when baking.

3 Make Your Day with Milk Products

Milk products are rich in protein, calcium, and B vitamins – and they're delicious! Enjoy 500 ml (2 cups) of milk or fortified soy beverage every day for bone-boosting Vitamin D.

Quick Tips:

- Add milk to soups, casseroles, and other home-prepared dishes.
- Add defrosted frozen raspberries to plain low-fat Greek yogurt for a tasty breakfast.
- Have a frothy latte instead of a cup of coffee for your morning break.
- Enjoy a small bowl of whole grain cereal with milk as an after-dinner snack.

4 Go Lean & Alternative!

Meat and meat alternatives are a good source of protein, iron, zinc, and other nutrients. Make lean choices and prepare them with little or no added fat. Enjoy alternatives like legumes (kidney beans, chick peas, and lentils) and tofu.

Quick Tips:

- Bake, roast, or poach meat, fish, and poultry.
- Enjoy at least two servings a week of fatty fish like salmon, trout, and mackerel.
- Try meatless meals such as lentils with rice, omelettes, or tofu burgers.
- Keep boiled eggs in the fridge for handy, quick snacks.

5 Choose Healthier Fats

Fats and oils add flavour to our food and they also help us absorb certain nutrients. Unfortunately, diets high in unhealthy fats are also linked to health risks such as heart disease. Enjoy a small amount (2 to 3 Tbsp) of healthier unsaturated fat each day and limit your intake of saturated and trans fats. Healthier unsaturated fats come from foods such as avocados, nuts, and seeds as well as oils such as olive, canola, flaxseed, and nut oils.

Quick Tips:

- Reduce the oil and add a splash of flavoured vinegar or fresh lemon juice to salad dressings.
- Use herbs and spices to season your food instead of fat.
- Use small amounts of vegetable oils, such as canola or olive oil, instead of butter for stir-frying or sautéing.

FAQ ASK THE EXPERT

I NEED TO DROP A FEW POUNDS!

Q: I was recently told by my medical officer that if I gain another 2.3 kilograms [five pounds] I'll be considered obese. I have always been husky and was never bothered by my 'Molson Muscle' but an injury last year caused me to be less active and I really packed on the pounds. Now, my health is starting to suffer and my cholesterol and blood pressure are both creeping up. Other than busting my butt in the gym, does the CAF have any programs to help me lose some weight?

– Nick

A: Dear Nick

The simple answer is yes. Obesity is a complex issue and it increases your risk of developing health problems such as diabetes, high blood pressure, osteoarthritis, cancer, elevated cholesterol, and heart disease. The good news is that research shows making healthy lifestyle choices through diet and exercise, getting adequate sleep, and good stress management can help you manage your weight.

Strengthening the Forces (STF) is the CAF's health promotion program and it is geared towards people looking to make healthy lifestyle changes. STF offers quality programs with evidence-based research and skill building that you would likely find helpful.

Here are some programs I would recommend for you:

1. Weight Wellness Lifestyle Program – Focuses on setting realistic goals for losing weight and keeping it off. You will learn how to:
   - Develop a healthy eating plan and adjust portion sizes for healthy weight loss;
   - Understand and interpret nutrition labels and restaurant menus;
   - Meal plan and choose healthier snacks;
   - Manage hunger and food cravings;
   - See the effect alcohol and other beverages have on weight gain;
   - Tackle common weight loss myths and fallacies; and
   - Monitor your progress to help you stay on track with changes.
2. Injury Reduction Strategies for Sports and Physical Activity – Provides the latest scientific evidence on injury prevention in the CAF culture and may help you avoid future injuries.
3. Stress: Take Charge! – Offers an effective approach to managing stress. Through self-awareness, behaviour change, and skill building, you will learn about the stress response and how it can affect your health. This is an interactive program where various relaxation and stress management tools are explored and practiced.

www.cfcommunitygateway.com/en/index.asp

Nicole Haughtaling, RD *Nicole.Haughtaling@forces.gc.ca*

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

KEEPING THE DEFENCE TEAM HEALTHY

THE SOMME at 100

Hundreds of headstones of Commonwealth graves stand in close ranks at the Courcelette British Cemetery.

MWO Stan Mercredi stands with the CAF Eagle Staff and other CAF members during the parade at the Courcelette Canadian Memorial.

On the first day of the Somme Offensive on July 1, 1916, the British Army suffered the bloodiest day in its history, taking 58 000 casualties, a third of them fatal. On that same day, the Newfoundland Regiment was nearly annihilated.

Intended to relieve tremendous German pressure upon the French Army at Verdun, the British Army committed itself to a massive offensive to break the stalemate of trench warfare, draw German resources away from Verdun, and gain the advantage of manoeuvre. However, the trenches of the Western Front conceded the military advantage to those on the defensive. By the end of the fighting 141 days later, on November 18, 1916, when the weather, trench digging, and artillery had turned the 35-km front into a treeless quagmire, the allies had advanced only 10 km into German-held territory. The human cost was, and still is, difficult to comprehend. Roughly 650 000 allied troops were dead, wounded, or missing, 24 000 of whom were Canadian. The German forces suffered an estimated 660 000 casualties defending that same 10 km advance.

To remember, honour, and commemorate the effort and sacrifice Canada made, the Canadian Armed Forces sent a contingent of 149 personnel to participate in a series of events jointly organized with Veterans Affairs Canada. The contingent was drawn primarily from Canadian Army regiments and units from across the country that carry the battle honour "SOMME 1916". Other units and branches were also represented, including several support trades, as well as the Royal Canadian Navy and the Royal Canadian Air Force.

Sergeant Lance Ray, Princess Patricia's Canadian Light Infantry and a member of the flag party at both ceremonies, said, "I found myself thinking of my friends who were killed overseas serving Canada and of all those others who came before us. In this place, [Courcelette] it took less time for our regiment to lose a lot of people than it did to finish the parade."

"For me it is a great honour to carry the Canadian flag," said Sgt Eric Renaud, Royal 22e Régiment. "We know the stories at our regiment of the fight and the victory at Courcelette, but to see the fields and villages where it happened was humbling."

Some members of the contingent carried out vigil duties at the various sites, including the Thiepval Memorial to the Missing. The memorial bears the names of more than 72 000 British and South African forces who died in the Somme sector and who have no known grave. This massive, arched red-brick building, which can be seen from miles away, creates a physical attachment for all those families whose sons were never found. The environmental conditions and the intensity of the fighting on the Western Front were widely written about in the decades after the war by both sides, and both agreed that this was Hell on Earth. It was a place where groups of soldiers would literally disappear in shellfire and the muddy earth could swallow men whole.

However, the Battle of the Somme simultaneously marked both a low point and a tipping point in a war where each side had adopted attrition as a means to victory. As the high-priced lessons were learned, new tactics were developed and new equipment was employed, which aided the Canadian Corps to achieve some battlefield successes – the first being at Flers-Courcelette as part of the British offensive on September 15, 1916.

It was at the Somme that the British and Canadian Divisions adopted innovations, integrating artillery and the first use of tanks. This included the perilous balance of 'leaning on the barrage': the supporting artillery would shell slightly ahead of the advancing infantry on a fixed schedule. This allowed the infantry to follow the lethal curtain close enough so the Germans wouldn't have time to leave their dugouts and move into firing positions, but not so close as to have their own shells tear apart the front line. It was here, at the Somme, that the Canadian Divisions cemented their reputation as courageous troops, able to endure and fight in terrible conditions.

More than 650 000 men and women from Canada and Newfoundland served during the First World War. More than 66 000 gave their lives, and over 172 000 were wounded. ♣

REMEMBERING the Saguenay floods

Twenty years ago, the tireless work of Defence Team members of CFB Bagotville, Quebec, helped save lives.

On July 19 and 20, 1996, the regions of Saguenay-Lac-Saint-Jean and the North Shore in Quebec were hit hard by heavy rains and floods that caused significant damage to roads, the communication network, and many buildings and homes in several municipalities. The authorities had to come to the rescue of thousands of people, providing them with food and medication, in addition to evacuating them and supplying temporary housing.

Between July 20 and August 12, 1996, CFB Bagotville, in collaboration with organizations such as the Canadian Red Cross and the Department of Public Safety, helped evacuate and house thousands of people affected by this catastrophe – all of which is still fresh in the minds of many Saguenay residents.

The search and rescue flight operations carried out urgent rescues and evacuations, as well as supplying remote communities and rescuing pets. To make this important mission successful, search and rescue crews from other squadrons were called upon, including 413 Transport and Rescue Squadron, 14 Wing Greenwood, N.S.; 424 Transport and Rescue Squadron, 8 Wing Trenton, Ont.; 430 and 438 Tactical Helicopter Squadrons at Valcartier and St-Hubert, Que.; and 1 Wing Kingston, Ont.

The outstanding work of CFB Bagotville during the July 1996 Saguenay flood earned its personnel a commendation from Lieutenant-General David Kinsman, Assistant Deputy Minister (Personnel) in December 1996. This was the first time an entire base had received such an honour.

The stormy waters of the Ha! Ha! River in La Baie, Quebec washed out roads and bridges.

From July 20 to August 12, 1996, nearly 800 people had to live at CFB Bagotville due to a flood that devastated Saguenay, in Quebec. The base gymnasium served as a temporary housing location.

Remembering THE BATTLE OF BRITAIN

The annual commemoration of the Battle of Britain honours the airmen who fought and died during the battle and recognizes those who continue to serve in the Royal Canadian Air Force today. The ceremony, including a parade, takes places on the third Sunday in September.

More than 100 Canadians flew in the Battle of Britain between July and October 1940 and 23 lost their lives; an unknown number also served as ground crew. Historians have described the Battle, which involved almost 3000 allied airmen, as a turning point of the Second World War. The victory, described by Sir Winston Churchill as Britain's "finest hour" halted a planned invasion of Great Britain and gave hope to a demoralized Britain and northern Europe. It was the first battle to be won by air power.

OP NANOOK

More than 850 military and civilian participants took part in Operation NANOOK 2016, the annual CAF northern sovereignty operation, which ran from August 21 to September 2.

Op NANOOK 2016 focused on interagency operations with federal and territorial agencies in the Yukon, and on security operations in Rankin Inlet, Nunavut.

CAF members of 41 Fighting Troop from 12e Régiment blindé du Canada, Valcartier, conduct first aid training at the Haines Junction Forward Operating Base.

Des militaires de la 41e troupe combattante du 12e Régiment blindé du Canada, de Valcartier, suivent une instruction en secourisme à la base d'opérations avancée de Haines Junction.

PHOTO: Cpl Chase Miller

Capt Matthew Szostk (right), from The Royal Montreal Regiment discusses route options wit 1 Canadian Rangers Patrol Group, MCpl Andy Aliyak (left), and Ranger John Ussak near Rank Inlet, Nunavut.

Le Capt Matthew Szostk (à droite), du Royal Montreal Regiment, discute du chemin à emprunter avec le Cplc Andy Aliyak (à gauche) le Ranger John Ussak, du 1er Groupe de patrouil des Rangers canadiens, près de Rankin Inlet, a Nunavut.

PHOTO: Cpl Chase Miller

Cpl Stephanie Simpson and Cpl Paul Boucher from 23 Canadian Forces Health Services, CFB Winnipeg, create simulated injuries to use in first aid training in Haines Junction, Yukon.

Les Cpl Stephanie Simpson et Paul Boucher, du 23e Centre des Services de santé des Forces canadiennes, basé à la BFC Winnipeg, créent de fausses blessures qui serviront lors de l'instruction sur les premiers soins à Haines Junction, au Yukon, dans le cadre de l'op NANOOK.

PHOTO: Cpl Chase Miller

PHOTO: Cpl Chase Miller

A CH-147 Chinook helicopter from 450 Tactical Helicopter Squadron, Petawawa, parks at Erik Nielson Airport in Whitehorse, Yukon.

Un hélicoptère CH-147 Chinook du 450e Escadron tactique d'hélicoptères, de Petawawa, se pose à l'aéroport Erik Nielson, à Whitehorse, au Yukon.

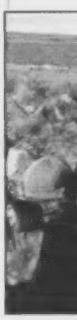


PHOTO: PO 2 / M 2 Belinda Groves

L'OP NANOOK

Plus de 850 militaires et civils ont participé à NANOOK 2016, l'opération annuelle d'affirmation de la souveraineté des FAC dans le Nord, qui s'est déroulée du 21 août au 2 septembre.

Cette année, l'op NANOOK a porté sur les opérations en compagnie d'agences fédérales et territoriales au Yukon, ainsi que sur les opérations de sécurité à Rankin Inlet, au Nunavut.

PHOTO: PO 2 / M 2 Belinda Groves

PHOTO: Cpl Neil Clarkson

Members of the crew use the mechanical minesweeping crane to manoeuvre the R2 Sonic Multibeam Echo Sounder in place aboard HMCS *Shawinigan* at Rankin Inlet.

Des marins se servent d'une grue de dragage pour déposer l'échosondeur multifaisceaux R2 Sonic à bord du NCSM *Shawinigan*, à Rankin Inlet.

PHOTO: Cpl Neil Clarkson

Members of the R22eR are transported from HMC Ships *Shawinigan* and *Moncton* to a beach landing site outside of Rankin Inlet.

Des soldats du Royal 22e Régiment quittent les NCSM *Shawinigan* et *Moncton* pour se rendre à un lieu de débarquement sur une plage située près de Rankin Inlet.

Cpl Simon Labelle gives recce patrol drill instructions to members of 2nd Canadian Division in Rankin Inlet.

Le Cpl Simon Labelle donne des instructions à des militaires de la 2e Division du Canada sur les exercices de patrouille de reconnaissance à Rankin Inlet.

PHOTO: PO 2 / M 2 Belinda Groves

Members of R22eR leave HMCS *Moncton* en route to the staging location near Rankin Inlet, Nunavut.

Des soldats du Royal 22e Régiment quittent le NCSM *Moncton* afin de se rendre à un lieu de rassemblement près de Rankin Inlet, au Nunavut.